

Document 00808A

**REQUIREMENTS FOR
THE CITY OF HOUSTON PROGRAM FOR
MINORITY, WOMEN, AND SMALL BUSINESS ENTERPRISES
AND PERSONS WITH DISABILITIES ENTERPRISES (PDBE)**

CONSTRUCTION-MANAGER-AT-RISK AND DESIGN-BUILD CONTRACTS

I. GENERAL

A. CITY AUTHORITIES

1. The “OBO Director” is the City of Houston’s Office of Business Opportunity Director, or his or her designee.
City of Houston
611 Walker Street, 7th Floor
Houston, Texas 77002
2. The “Contracting Department” for this Project is the City of Houston Department specified in Document 00520 – Agreement.
3. The “Project Manager” for this Project is specified in Document 00550 – Contract Approval Notification.

II. REOCCURRING REPORTS THAT MUST BE SUBMITTED DURING THE COURSE OF THE CONTRACT:

A. MWSBE MONTHLY REPORT PROCESS

The Contractor shall complete the MWSBE Monthly Utilization Report in the Contract Compliance and Monitoring System (available at <https://houston.mwdbe.com/>).

- B.** The Contractor shall comply with further, applicable instructions regarding reporting and compliance as provided in Sections III.E and III.I below.

III. BUSINESS ENTERPRISE PROGRAM REQUIREMENTS:

A. PURPOSE

This Document facilitates implementation of City of Houston, Tex. Code of Ordinances Chapter 15, Article V, § 15-81 et seq., relating to MWSBE contract participation, and Code of Ordinances Chapter 15, Article VI, § 15-90 et seq., relating to PDBE contract participation (collectively, the “Business Enterprise Program or “MWSBE”). City of Houston, Tex. Ordinance 2013-0428, May 8, 2013. This Document 00808A is a substitute for Document 00808 for Construction Manager at Risk and Design Build Contracts. All references to Documents 00808 and 470 in other Construction Manager at Risk and Design Build Contract documents should be construed as references to Documents 00808A and 00470A, respectively.

B. POLICY

It is the policy of the City to encourage the full participation of Minority and Women-owned Business Enterprises, Small Business Enterprises, and Persons with Disabilities Business Enterprises in all phases of the City’s procurement activities and to afford them a full and fair opportunity to compete for City contracts at all levels.

C. POLICY ELEMENTS

1. The Contractor shall ensure that MWSBE firms have a full and fair opportunity to participate in the performance of City contracts. In this regard the Contractor shall make all reasonable Good Faith Efforts to meet the Contract Goals for this Contract.
2. The Contractor and any Subcontractor shall not discriminate on the basis of race, color, religion, national origin, or sex in the performance of City contracts.
3. Contractor's performance in meeting the Participation Plan Percentage provided in the Contractor's Approved Participation Plan (Document 00470A) will be monitored during the construction phase of the Contract by the OBO Director and the Contracting Department.

D. PERCENTAGE GOALS

The MWSBE goals and PDBE goals, if any, for the Work are specified in the Agreement.

E. CONTRACTOR RESPONSIBILITIES

- 1. Prior to Approval of Guaranteed Maximum Price:** The Contractor shall provide MWSBE documents in accordance with the requirements of the Agreement. The Contractor shall submit the CMAR/Design-Build Contractor's MWSBE Participation Plan (Document 00470A, the "Contractor's Plan" or "Plan") with the Contractor's Proposal for the Guaranteed Maximum Price ("GMP Proposal").
 - a.** In accordance with the Code of Ordinances and the OBO Good Faith Efforts Policy (Attachment A), the Department shall approve a Contractor's Plan within 3 business days of submission of the GMP Proposal, only if the Department representative determines that the Contractor's Plan meets the Contract Goal in the Agreement and is administratively complete.
 - b.** If the Department cannot approve the Contractor's Plan, it shall forward the Contractor's Plan to the OBO Director, who shall review the Plan, and if applicable, the Document 00471 (Record of Good Faith Efforts) and Document 00472 (Pre-Award Deviation Request). The OBO Director shall determine whether the Contractor has made Good Faith Efforts to meet the Contract Goals within 10 business days of the submission of the GMP Proposal.
 - c.** The City shall not accept the GMP Proposal until the Contracting Department approves the Contractor's Plan or the OBO Director determines that the Plan shows sufficient Good Faith Efforts. The Contractor may submit to the OBO Director updated documents and additional information in order to show Good Faith Efforts.
 - d.** If the OBO Director determines that the Bidder has made Good Faith Efforts, the Director may approve the Contractor's Contract Goal Deviation request. Thereafter, Contractor shall be bound by the Plan, as approved or modified by the OBO Director.
 - e.** The Contractor shall:
 - (1)** ensure that all work items listed on the Contractor's Plan to meet the Participation Plan Percentage provide divisible work in NAICS code categories that have a sufficient number of qualified, certified firms.
 - (2)** execute written contracts with all certified Subcontractors and Suppliers. All such contracts shall be executed and sent to the OBO Director and Contracting Department within 30 days after the date of the Notice to Proceed and must include provisions set forth in Articles 3 and 5 of Document 00700 - General Conditions.
 - (3)** designate an MWSBE liaison officer who shall administer the Contractor's MWSBE program and who shall document and maintain records of Good Faith Efforts to subcontract with MWSBE Subcontractors and Suppliers.

2. After Approval of Guaranteed Maximum Price:

- a. The Contractor shall submit MWSBE Monthly Utilization Reports, requested in Article II above.
- b. The Contractor shall complete and submit to the OBO Director a Post-Award Deviation Request (Document 00572, "Contractor's MWSBE Plan Deviation Request") if the Contractor reasonably believes that it will not achieve the Participation Plan Percentage documented in the Plan. The Contractors shall also submit to the OBO Director, with a Copy to the Contracting Department, a Record of Post-Award Good Faith Efforts (Document 00571) for each Certified Firm that the Contractor does not use in accordance with Approved Plan before the Contractor uses another firm to perform the work.
- c. The Contractor shall conform to the Plan unless the OBO Director grants a Post-Award Deviation Request. The OBO Director shall approve or reject a Deviation Request within 5 business days of receipt of the Deviation Request.
- d. The OBO Director shall grant a Post-Award Deviation Request if
 - (1) for a reason beyond the Contractor's control, the Contractor is unable to use the certified MWSBE firm in the Plan to perform the specified work. In such cases, the Contractor shall use and document Good Faith Efforts to find a similarly qualified, certified MWSBE firm to perform such specified work; or
 - (2) the Contractor reasonably believes that, due to a change of scope, execution of the work in accordance with the directions from the Contracting Department is unlikely to meet the terms of the Plan. In such cases, the Contractor shall use and document Good Faith Efforts to achieve a reasonable amount of MWSBE participation on the remaining work on the Contract.
 - (3) The OBO Director shall not unreasonably withhold approval of a Post-Award Deviation Request.
- e. After the Date of Substantial Completion, the OBO Director shall evaluate the Contractor's Good Faith Efforts towards meeting the Plan, as it may amended.
- f. If the Contractor fails to conform to the Plan and fails to submit a Post-Award Deviation Request, or provide documents and associated information required by the Good Faith Efforts Policy or reasonably requested in writing by the OBO Director, the OBO Director may impose sanctions in accordance with Article IV of this Document 00808A.

F. ELIGIBILITY OF MWSBE FIRMS FOR SUBCONTRACTING

1. To ensure that the City's Business Enterprise Program benefits only those firms that are owned and controlled by a minority person(s), a woman (women), a person(s) with a disability, or a small business enterprise, the Office of Business Opportunity will certify the eligibility of MWSBE and PDBE Subcontractors/Suppliers. Contact the Office of Business Opportunity Certification Section at 832-393-0600 for information regarding certification.
2. The Office of Business Opportunity maintains a Certified Minority, Women and Small Business Enterprises and Disabilities Business Enterprises Directory on the City's website. This Directory also lists federally-designated Disadvantaged Business Enterprises (DBEs).

NOTE: MWSBE firms, even if certified by another agency, may not qualify for Contract Goals unless certified by the Office of Business Opportunity prior to acceptance of the Participation Plan.

G. DETERMINATION OF MWSBE PARTICIPATION

MWSBE participation shall be counted toward meeting the Contract Goals in response to the following:

1. Once a firm is certified as a MWSBE firm, the total dollar value of the subcontract awarded to the MWSBE firm is counted toward the Contract Goals (See Sections III.G.4 and III.G.5 below). Safety and Participation goals do not count as a single goal concerning MWSBE/DBE requirements.
2. When the Contractor or Subcontractor is in a joint venture with one or more MWSBE firms, the OBO Director shall determine the percent of participation resulting from such joint venture to be counted toward the Contract Goals.
3. Contractor may count toward its Contract Goals only those MWSBE Subcontractors/ Suppliers performing a Commercially Useful Function.
 - a. **COMMERCIALLY USEFUL FUNCTION** means a discrete task or group of tasks, the responsibility for performance of which shall be discharged by the MWSBE firm by using its own forces or by actively supervising on-site the execution of the tasks by another entity for whose work the MWSBE firm is responsible. In determining whether a certified firm is performing a commercially useful function, factors including but not limited to the following shall be considered: (1) whether the firm has the skill and expertise

b. The OBO Director shall approve a Plan Deviation Request if the Contractor demonstrates that the industry standard for the type of work involved is to subcontract over 50 percent of the work.

4. A MWSBE firm cannot subcontract more than 50 percent of the work for which it is responsible to perform unless the OBO Director grants a Deviation Approval.
5. The Contractor may count 100 percent of MWSBE Manufacturer Supplier's participation and 60 percent of MWSBE Non-Manufacturer Supplier's participation toward its Contract Goals. Such MWSBE Supplier contracts shall not exceed 50 percent of contract's goals.
6. The OBO Policy and Procedures Manual, as amended, shall apply to the Contract for other determinations regarding counting MWSBE participation not explicitly provided for in the Contract.

To ensure compliance with MWSBE requirements, the OBO Director and Contracting Department will monitor Contractor's efforts regarding MWSBE Subcontractors/Suppliers during the performance of this Contract. This may be accomplished through the following: job site visits, reviewing of records and reports, and interviews of randomly selected personnel.

I. RECORDS AND REPORTS

1. In accordance with II.A of this Document, the Contractor shall submit an initial report outlining MWSBE participation, 40 days after the Notice to Proceed date, and on or before the 15th day of each month thereafter until all MWSBE subcontracting or material supply activity is completed. Each report shall cover the preceding month's activity. The Contractor shall use the MWSBE Contract Compliance and Monitoring System (B2G Now) to meet this requirement.
2. Contractor shall maintain the following records for review upon request by the OBO Director or Contracting Department:
 - a. Copies of executed Subcontractor agreements and purchase orders;
 - b. Documentation of payments and other transactions with MWSBE Subcontractors/ Suppliers;
 - c. Appropriate explanations of any changes or replacements of MWSBE Subcontractors/Suppliers;

NOTE: All replacement MWSBE Subcontractors/Suppliers must be certified by the Office of Business Opportunity.

- d. Any other records required by the OBO Director or Contracting Department.
3. If a Participation Plan Percentage is not being met, the monthly report shall include a narrative description of the progress being made in MWSBE participation. If sufficient MWSBE Subcontractors or Suppliers to meet the Participation Plan Percentage are being utilized, they should be identified by name and the dollar amount paid to date for work performed or materials furnished by each MWSBE during the monthly period. Reports are required when no activity has occurred in a monthly period.
4. Contractor shall retain all such records for a period of four years following completion of the Work and shall be available at reasonable times and places for inspection by authorized representatives of the City including the City Controller.

IV. SANCTIONS:

A. SUSPENSION PERIOD AND WAIVER

Pursuant to Section 15-86 of the Code of Ordinances, the OBO Director is authorized to suspend for a period of up to, but not to exceed, five years, any Contractor who has failed to make Good Faith Efforts.

B. GUIDELINES FOR IMPOSITION OF SANCTIONS

1. General:

- a. The OBO Director shall not impose any sanction except upon evidence of specific conduct on the part of a MWSBE or Contractor that is inconsistent with or in direct contravention of specific applicable requirements for Good Faith Efforts.
- b. Imposition and enforcement of suspensions shall be consistent with applicable state law.

2. Severity of Sanctions:

- a. In determining the length of any suspension, the OBO Director shall consider the following factors:
 - (1) Whether the failure to comply with applicable requirements involved intentional conduct or, alternatively, may be reasonably concluded to have resulted from a misunderstanding on the part of the Contractor or MWSBE of the duties imposed on them by Article V of Chapter 15 of the Code of Ordinances and these procedures;
 - (2) The number of specific incidences of failure by Contractor or MWSBE to comply;
 - (3) Whether the Contractor or MWSBE has been previously suspended;
 - (4) Whether the Contractor or MWSBE has failed or refused to provide the OBO Director with any information requested by the Director or required to be submitted to the Director pursuant to law or these procedures;
 - (5) Whether the Contractor or MWSBE has materially misrepresented any applicable facts in any filing or communication to the OBO Director; and
 - (6) Whether any subsequent restructuring of the subject business or other action has been undertaken to cure the deficiencies in meeting applicable requirements.
- b. Suspensions may be for any length of time not to exceed five years. Suspensions in excess of one year shall be reserved for cases involving intentional or fraudulent misrepresentation or concealment of material facts, multiple acts in contravention of applicable requirements, cases where the Contractor or MWSBE has been previously suspended, or other similarly egregious conduct.

C. DELEGATION

A decision to implement a suspension may be taken after notice and an opportunity for a hearing by an impartial person(s) designated by the OBO Director as the hearing officer. The hearing officer(s) shall not have participated in the actions or investigations giving rise to the suspension hearing.

D. NOTICE

1. Prior to imposing any suspension, the OBO Director shall deliver written notice to the Contractor or MWSBE setting forth the grounds for the proposed suspension and setting a date, time, and place to appear before the hearing officer(s) for a hearing on the matter.
2. Any notice required or permitted to be given hereunder to any Contractor or MWSBE may be given either by personal delivery or by certified United States mail, postage prepaid, return receipt requested, addressed to their most recent address as specified in the records of the Office of Business Opportunity or in the Contract if no address is on file with the Office of Business Opportunity.

E. HEARING PROCEDURES

Proceedings before a hearing officer shall be conducted informally and in accordance with the OBO Policy and Procedures Manual, as amended, provided that each party may be represented by counsel and may present evidence and cross-examine witnesses. The City shall have the burden to prove by a preponderance of evidence that the Contractor's or MWSBE firm's actions constitute misconduct or failure to make Good Faith Efforts. The decision shall be reduced to writing and notice provided to the Contractor or MWSBE.

F. APPEALS

Appeals authorized pursuant to Section 15-86(b) of the Code of Ordinances shall be conducted by the OBO Director. Pursuant to Section 15-86(b), The contractor may appeal the OBO Director's decision in accordance with Section 15-23 of the Code of Ordinances and OBO Policy and Procedures.

ATTACHMENT A

City of Houston
Office of Business Opportunity
Good Faith Efforts Policy

General Policy.

Good Faith Efforts are steps taken to achieve an Contract Goal or other requirements which, by their scope, intensity and usefulness demonstrates the bidder's responsiveness to fulfill the business opportunity objective prior to the award of a contract, as well as the contractor's responsibility to put forth measures to meet or exceed the Contract Goal throughout the duration of the contract.

Good Faith Efforts are required to be made and demonstrated by an apparent successful bidder on goal oriented contracts or proposer on a regulated contract prior to award of a contract. Good Faith Efforts are required on professional services and construction contracts and on procurement of goods and non-professional service contracts with goals. If a bidder, when submitting a participation plan at the time of bid or proposal submission, anticipates it cannot or will not meet the Contract Goal prior to the award, the bidder must demonstrate to Office of Business Opportunity ("OBO") it has made Good Faith Efforts to meet the Contract Goal, to be eligible for the contract award.

Good Faith Efforts shall be evaluated on a case-by-case basis in making a determination whether a bidder or contractor is in compliance with this policy. The efforts employed by a bidder or contractor should be those that one could reasonably expect a bidder or contractor to take if the bidder were actively and aggressively attempting to obtain MWSBE participation sufficient to meet the Contract Goal. Efforts taken that are mere formalities or other perfunctory acts shall not be considered Good Faith Efforts to meet Contract Goals.

The factors provided herein are representative of the types of actions OBO will consider in determining whether the bidder or contractor made Good Faith Efforts to obtain MWSBE participation to meet the Contract Goal. The factors prescribed below are not intended to be a mandatory checklist, nor is it intended to be exhaustive or exclusive. OBO may consider other factors or types of efforts that may be relevant in appropriate cases.

If a contractor fails to submit Good Faith Efforts documentation as provided in this Policy, it waives the right to appeal OBO decisions related to this Policy. OBO will review all the efforts made by the contractor, including the quality and quantity of those efforts.

Pre–Award.

A bidder must submit a participation plan (Document 00470) to OBO at the time the bidder submits the bid. If the participation by certified MWSBE subcontractors documented on the participation plan (“participation”) is less than the Contract Goal, a bidder should submit a Record of Good Faith Efforts (Document 00471) with the bid. A bidder should also submit a request for a deviation (Document 00472) if the bidder, having used Good Faith Efforts, reasonably believes that it cannot meet the Contract Goal or a commercially useful deviation.

In making a determination that the bidder has made a good faith effort to meet the Contract Goals, OBO shall consider specific documentation concerning the steps taken to obtain MWSBE participation, with a consideration of, by way of illustration and not limitation, whether the bidder demonstrated a genuine effort to comply with the following factors:

1. Attended any pre-bid or pre-proposal meetings scheduled by the City Department;
2. Followed up with MWSBEs that attended the pre-bid or pre-proposal meetings to discuss subcontracting and supplier opportunities and contacted MWSBEs listed in the City’s online directory;
3. Conducted outreach with minority and women focused organizations and associations far in advance of solicitation due date (no less than 10 business days);
4. Identified and designated portions of the work to be performed by MWSBEs to increase the likelihood of meeting the Contract Goals (including where appropriate breaking down the contract into reasonably sized subcontracts to ensure participation);
5. Advertised subcontracting opportunities in news media focused towards minority and women persons far in advance of solicitation due date;
6. Provided MWSBEs with a point of contact that was knowledgeable about the project and possessed decision-making authority to answer questions from interested MWSBEs;
7. Provided a reasonable number of MWSBEs certified with timely written notices via email, mail, and/or fax and/or with documented contact regarding the subcontracting/supplier opportunities. A “reasonable number of MWSBEs” shall be based on the number of MWSBEs available in the directory;
8. Solicited the MWSBEs within a reasonable amount of time (no less than seven business days) before bid submission, as well as followed up with the MWSBEs

- solicited to determine if they were interested in submitting a bid or proposal or participating on a team.
9. Provided interested MWSBEs certified to perform the solicited work with prompt access to the plans, specifications, scope of work and requirements of the contract;
 10. Negotiated in good faith with interested MWSBEs, and not rejecting MWSBEs as unqualified without sound reasons based on a thorough investigation of their capabilities;
 11. Entered into a formal contract, or signing enforceable letters of intent with MWSBEs;
 12. Provided an explanation to any MWSBE whose bid or price quotation is rejected, unless another MWSBE is accepted for the same work, as follows:
 - a. Where price competitiveness is not the reason for rejection, a written rejection notice including the reason for rejection will be sent to the rejected MWSBE firm;
 - b. Where price competitiveness is the reason for rejection, a meeting must be held– with the price-rejected MWSBE, if requested, to discuss the rejection;
 13. Made efforts to assist interested MWSBEs in obtaining bonding, lines of credit, insurance required for the contract, and documenting MWSBE denied by bona fide surety agents;
 14. Ensured that the conditions and requirements for subcontracts are commensurate with industry standards and would not cause an economic hardship on MWSBEs, such as unnecessary insurance or coupling bid bonds with retainage;
 15. Incorporated efforts not attempted earlier or on previous bids that appear more likely to lead to attaining the Contract Goal. Past performance on similar contracts with similar scopes will also be taken in consideration when determining Good Faith Efforts. A bidder that continues to make same efforts without any significant change in the level of participation may not be making Good Faith Efforts.

Post–Award.

The contractor must sign the approved participation plan (Document 00470 or Document 00570) prior to starting work on the Project. A contractor should submit a request for deviation (Document 00572) from OBO if the contractor, having made Good Faith Efforts, reasonably believes that it will not achieve the Participation Plan Percentage documented in the approved participation plan. Unless OBO approves a deviation, a contractor must submit to OBO a Participation Summary (Document 00660) prior to City Council's consideration of any close-out, term extension, or change order. If participation is less than anticipated in the approved participation plan, the contractor must submit a Record of Good Faith Efforts (Document 00571) along with the Participation Summary. A contractor that fails to submit a deviation request and Good Faith Efforts documentation waives the right to appeal OBO decisions related to this Policy.

If the contractor is awarded the contract and fails to achieve the established Participation Plan Percentage, the contractor must demonstrate to OBO its efforts to meet the Participation Plan Percentage and failure to do so based on circumstances that the contractor could not reasonably control. In determining whether the contractor made Good Faith Efforts to ensure full participation and achievement of the Participation Plan Percentage, OBO shall consider the following factors:

1. Whether the contractor designated an MWSBE liaison officer to administer the Contractor's MWSBE programs and to be responsible for maintenance of records of Good Faith Efforts.
2. Whether the contractor furnished prompt MWSBE Utilization Reports in a timely and accurate manner through the online Contract Monitoring System or via hard copy.
3. Whether the contractor responded to efforts to resolve disputes with MWSBEs, and genuinely attempted to resolve these issues.
4. Whether the contractor disclosed payment discrepancies timely and within the monthly reporting period;
5. Whether the contractor complied with the participation plan, unless the contractor received a deviation from the OBO Director and whether upon approval, the contractor made Good Faith Efforts to replace a removed MWSBE with another certified firm;
6. Whether the contractor furnished prompt written responses to written inquiries from the Director or any employee of OBO regarding the MWSBE's performance or information germane to the MWSBE's certification;

7. Whether the contractor ensured that at all times during the performance of any contract or subcontract the MWSBE firm is engaging in a commercially useful function as that term is defined in Chapter 15 of the City of Houston Code of Ordinances;
8. Whether the contractor provided the OBO information, or other material, that was factually accurate and free of material misrepresentation; and
9. Whether the contractor furnished prompt responses to requests for information, books and records needed to verify compliance from the department administering the Contract, the City Attorney and the City Controller;
10. Whether the contractor attended all meetings and mediation hearings as requested by the Director or his/her designee; and
11. How the contractor may be affected by change orders, with consideration given to the size of the change orders.

Change Orders.

The requirement to make Good Faith Efforts to achieve the approved Participation Plan Percentage is applicable to change orders. Contractors should make Good Faith Efforts to ensure that the Participation Plan Percentage remains substantially the same after the issuance of change orders. If a contractor cannot maintain substantially the same level of participation provided in the latest approved Participation Plan (Document 00470 or Document 00570) due to a change order, the contractor shall submit to the OBO Director and Contracting Department a Document 00571 (Post-Award Record of Good Faith Efforts) and Document 00572 (Post-Award Plan Deviation Request) in a timely manner that does not cause disruption to the project. In addition to other relevant factors, in evaluating whether Good Faith Efforts were made by the contractor to meet the Participation Plan Percentage despite change orders, the OBO Director shall consider the contractor's efforts to timely and efficiently deliver the project.

END OF DOCUMENT